

## COMPLETED SIGIR AUDITS

This appendix presents information on SIGIR audits and recommendations in three sections:

- All Completed Audits by SIGIR
- Open Recommendations from Prior SIGIR Reports
- Detail of Impact of SIGIR Audits

For a comprehensive list of all SIGIR audits completed, as of January 30, 2009, see Table H-1.

TABLE H.1

### ALL COMPLETED AUDITS BY SIGIR, AS OF 1/30/2009

REPORT NUMBER	MONTH/ YEAR ISSUED	REPORT TITLE
09-013	01/2009	Provincial Reconstruction Teams' Performance Measurement Process Has Improved
09-012	01/2009	The U.S. Has Reduced Its Funding for the Iraqi Security Forces, but Continued Support Will Likely Be Necessary
09-011	01/2009	Opportunities To Improve Management Of The Quick Response Fund
09-010	01/2009	Oversight Of Aegis's Performance On Security Service Contracts In IRAQ With The Department Of Defense
09-009	01/2009	Full Impact of Department of Defense Program to Restart State-owned Enterprises Difficult to Estimate
09-008	01/2009	Cost, Outcome, and Oversight of Iraq Oil Reconstruction Contract with Kellogg Brown & Root Services, Inc.
09-007	10/2008	Improvements Needed in Reporting Status of Reconstruction Projects to Chief of Mission
09-006	10/2008	Status of Department of State Economic Support Fund Obligations Used for Iraq Reconstruction Projects
09-005	10/2008	Agencies Need Improved Financial Data Reporting for Private Security Contractors
09-004	10/2008	Iraq Reconstruction Project Terminations Represent a Range of Actions
09-003	10/2008	Cost, Outcome, and Oversight of Local Governance Program Contracts with Research Triangle Institute
09-002	10/2008	Challenges in Obtaining Reliable and Useful Data on Iraqi Security Forces Continue
09-001	10/2008	Opportunities to Enhance U.S. Democracy Building Strategy for Iraq
08-024	07/2008	Information on a Special Department of Defense Program to Foster Economic Recovery in Iraq
08-023	07/2008	Anticorruption Efforts in Iraq: U.S. and Iraq Take Action, but Much Remains to be Done
08-022	07/2008	Government of Iraqi Increasingly Funding Iraq Security Forces Infrastructure Development, but Substantial U.S. Support Remains
08-021	07/2008	Comprehensive Plan Needed to Guide the Future of the Iraq Reconstruction Management System
08-020	07/2008	Key Recurring Management Issues Identified in Audits of Iraq Reconstruction Management System
08-019	07/2008	Outcome, Cost and Oversight of the Security and Justice Contract with Parsons Delaware, Inc.
08-018	07/2008	Outcome, Cost, and Oversight of Water Sector Reconstruction Contract with FluorAMEC, LLC
08-017	04/2008	Transferring Reconstruction Projects to the Government of Iraq: Some Progress Made but Further Improvements Needed to Avoid Waste
08-016	04/2008	U.S. Anticorruption Efforts in Iraq: Progress Made in Implementing Revised Management Plan

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## ALL COMPLETED AUDITS BY SIGIR, AS OF 1/30/2009

REPORT NUMBER	MONTH/ YEAR ISSUED	REPORT TITLE
08-015	04/2008	Interim Analysis of Iraqi Security Force Information Provided by the Department of Defense Report, Measuring Stability and Security in Iraq
08-014	04/2008	Progress on Recommended Improvements to Contract Administration for the Iraqi Police Training Program
08-013	04/2008	Interim Report on Iraq Reconstruction Contract Terminations
08-012	03/2008	Attestation to Development Fund for Iraq Cash in the Possession of the Joint Area Support Group-Central
08-011	04/2008	Outcome, Cost, and Oversight of Electricity-Sector Reconstruction Contract With Perini Corporation
08-010	01/2008	Outcome, Cost, and Oversight of Iraq Reconstruction Contract W914NS-04-D-0006
08-009	01/2008	Appropriate Award-Fee Conversion Scales Can Enhance Incentive For Contractor Performance
08-008	01/2008	U.S. Anticorruption Efforts In Iraq: Sustained Management Commitment is a Key to Success
08-007	01/2008	Efforts to Implement a Financial-Management Information System in Iraq
08-006	01/2008	Commander's Emergency Response Program in Iraq Funds Many Large-Scale Projects
08-005	01/2008	Differences in Services and Fees for Management and Administration of Iraq Reconstruction Contracts
08-004	01/2008	Outcome, Cost, and Oversight of Reconstruction of Taji Military Base and Baghdad Recruiting Center
08-003	10/2007	Review of the Use of Contractors in Managing Iraq Relief and Reconstruction Projects
08-002	10/2007	Logistics Civil Augmentation Program Task Orders 130 and 151: Program Management, Reimbursement, and Transition
08-001	10/2007	Interim Report on Efforts and Further Actions Needed to Implement a Financial Management Information System in Iraq
07-016	10/2007	Interim Review of DynCorp International, LLC, Spending Under Its Contract for the Iraqi Police Training Program
07-015	10/2007	Review of the Effectiveness of the Provincial Reconstruction Team Program in Iraq
07-014	07/2007	Status of the Provincial Reconstruction Team Program Expansion in Iraq
07-013	04/2007	Sustainment of the Advanced First Responder Network (Restricted Distribution)
07-012	04/2007	Review of Iraq Relief and Reconstruction Fund Unmatched Disbursements at the Department of State
07-011	10/2007	Controls Over Unliquidated Obligations in the Iraq Relief and Reconstruction Fund
07-010	10/2007	Agency Management of the Closeout Process for Iraq Relief and Reconstruction Fund Contracts
07-009	07/2007	Review of Bechtel's Spending Under Its Phase II Iraq Reconstruction Contract
07-008	07/2007	Fact Sheet on the Roles and Responsibilities of U.S. Government Organizations Conducting IRRF-funded Reconstruction Activities
07-007	07/2007	Status of U.S. Government Anticorruption Efforts in Iraq
07-006	04/2007	Management of the Commander's Emergency Response Program in Iraq for Fiscal Year 2006
07-005	07/2007	Fact Sheet on Sources and Uses of U.S. Funding Provided in Fiscal Year 2006 for Iraq Relief and Reconstruction
07-004	07/2007	Transferring Iraq Relief and Reconstruction Fund Capital Projects to the Government of Iraq
07-003	07/2007	Cost-to-complete Reporting for Iraq Reconstruction Projects
07-002	04/2007	Status of the Advanced First Responder Network
07-001	06/2007	Logistics Civil Augmentation Program Task Order 130: Requirements Validation, Government Oversight, and Contractor Performance
06-045	01/2007	Status of Ministerial Capacity Development in Iraq
06-044	01/2007	Fact Sheet on Major US Contractors' Security Costs Related to Iraq Relief and Reconstruction Fund Contracting Activities
06-043	01/2007	Review of Iraq Relief and Reconstruction Fund Unmatched Disbursements
06-042	01/2007	Fact Sheet on Major U.S. Contractors' Security Costs Related to IRRF Fund Contracting Activities (Restricted – Limited Distribution)
06-040	01/2007	Improper Obligations Using The Iraq Relief and Reconstruction Fund (IRRF 2)
06-039	01/2007	Review of USAID/Bechtel National, Inc., Property Management Controls for Contract SPU-C-00-04-00001-00
06-038	09/2006	Unclassified Summary of SIGIR's Review of Efforts to Increase Iraq's Capability To Protect Its Energy Infrastructure
06-037	09/2006	Interim Audit Report on Improper Obligations Using the Iraq Relief and Reconstruction Fund (IRRF 2)
06-036	01/2007	Follow-Up On SIGIR Recommendations Concerning The Development Fund For Iraq (DFI)
06-035	10/2006	Interim Audit Report on Inappropriate Use of Proprietary Data Markings by the Logistics Civil Augmentation Program (LOGCAP) Contractor
06-034	10/2006	Status of the Provincial Reconstruction Team Program in Iraq

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## ALL COMPLETED AUDITS BY SIGIR, AS OF 1/30/2009

REPORT NUMBER	MONTH/ YEAR ISSUED	REPORT TITLE
06-033	10/2006	Iraqi Security Forces: Weapons Provided by the U.S. Department of Defense Using the Iraq Relief and Reconstruction Fund
06-032	10/2006	Iraqi Security Forces: Review of Plans to Implement Logistics Capabilities
06-031	10/2006	Management of the Iraqi Interim Government Fund
06-030	01/2007	Status of Medical Equipment and Other Non-construction Items Purchased for Primary Healthcare Centers
06-029	01/2007	Review of DynCorp International, LLC, Contract Number S LMAQM-04-C-0030, Task Order 0338, for the Iraqi Police Training Program Support
06-028	10/2006	Review of Administrative Task Orders for Iraq Reconstruction Contracts
06-026	07/2006	Review of the U.S. Agency for International Development's Management of the Basrah Children's Hospital Project
06-025	07/2006	Review of the Medical Equipment Purchased for the Primary Healthcare Centers Associated with Parsons Global Services, Inc., Contract Number W914NS-04-D-0006
06-024	07/2006	Joint Cash Count - Iraq National Weapons Card Program
06-023	07/2006	Changes in Iraq Relief and Reconstruction Fund Program Activities January Through March 2006
06-021	07/2006	Joint Survey of the U.S. Embassy-Iraq's Anticorruption Program
06-020	07/2006	Review of the Advanced First Responder Network Project
06-019	07/2006	Review of the Use of Definitization Requirements for Contracts Supporting Reconstruction in Iraq
06-018	07/2006	Survey of the Status of Funding for Iraq Programs Allocated to the Department of State's Bureau of International Narcotics and Law Enforcement Affairs as of December 31, 2005
06-017	07/2006	Transition of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government
06-016	04/2006	Interim Audit Report on the Review of the Equipment Purchased for Primary Healthcare Centers Associated with Parsons Global Services, Contract Number W914NS-04-D-0006
06-015	04/2006	Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents
06-014	07/2006	Review of Efforts to Increase Iraq's Capability to Protect Its Energy Infrastructure (Classified)
06-013	04/2006	Briefing to the International Advisory and Monitoring Board for Iraq: Management Controls Over the Development Fund for Iraq
06-012	04/2006	Development Fund for Iraq Cash Accountability Review: Joint Area Support Group-Central/Fallujah
06-011	04/2006	Management of the Primary Healthcare Centers Construction Projects
06-010	04/2006	Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraqi Armed Forces Seized Assets Fund
06-009	04/2006	Review of Task Force Shield Programs
06-008	04/2006	Development Fund for Iraq Cash Accountability Review: Joint Area Support Group-Central
06-007	04/2006	U.S. Agency for International Development Management of the Transfer of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government
06-006	04/2006	Multi-National Security Transition Command-Iraq Management of the Transfer of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government
06-005	04/2006	Follow-up on Recommendations Made in SIGIR Audit Reports Related to Management and Control of the Development Fund for Iraq
06-004	04/2006	Changes in Iraq Relief and Reconstruction Fund Program Activities October through December 2005
06-003	04/2006	Review of Data Entry and General Controls in the Collecting and Reporting of the Iraq Relief and Reconstruction Fund
06-002	02/2006	Prompt Payment Act: Analysis of Expenditures Made from the Iraq Relief and Reconstruction Fund
06-001	04/2006	Management of the Iraq Relief and Reconstruction Fund Program: The Evolution of the Iraq Reconstruction Management System
05-029	01/2006	Challenges Faced In Carrying Out Iraq Relief And Reconstruction Fund Activities
05-028	01/2006	GRD-PCO Management of the Transfer of IRRF-funded Assets to the Iraqi Government
05-027	01/2006	Methodologies for Reporting Cost-to-complete Estimates
05-026	01/2006	Issues Related to the Use of \$50 Million Appropriation to Support the Management and Reporting of the Iraq Relief and Reconstruction Fund
05-025	01/2006	Management of the Commander's Emergency Response Program for Fiscal Year 2005
05-024	01/2006	Management of the Mansuria Electrical Reconstruction Project
05-023	01/2006	Management of Rapid Regional Response Program Contracts in South-Central Iraq
05-022	10/2005	Managing Sustainment for Iraq Relief and Reconstruction Fund Programs

Continued on next page

## ALL COMPLETED AUDITS BY SIGIR, AS OF 1/30/2009

REPORT NUMBER	MONTH/ YEAR ISSUED	REPORT TITLE
05-021	10/2005	Management of Iraq Relief and Reconstruction Fund Programs – Cost-to-Complete Estimate Reporting
05-020	10/2005	Management of the Contracts, Grant, and Micro-Purchases Used To Rehabilitate the Karbala Library
05-019	09/2005	Attestation Engagement Report Concerning the Award of Non-Competitive Contract DACA63-03-D-0005 to Kellogg, Brown and Root Services, Inc.
05-018	10/2005	Acquisition of Armored Vehicles Purchased Through Contract W914NS-05-M-1189
05-017	10/2005	Award Fee Process for Contractors Involved in Iraq Reconstruction
05-016	10/2005	Management of the Contracts and Grants Used To Construct and Operate the Babylon Police Academy
05-015	10/2005	Management of Rapid Regional Response Program Grants in South-Central Iraq
05-014	10/2005	Management of Commander's Emergency Response Program for Fiscal Year 2004
05-013	09/2005	Controls over Equipment Acquired by Security Contractors
05-012	07/2005	Policies and Procedures Used for Iraq Relief and Reconstruction Fund Project Management - Construction Quality Assurance
05-011	07/2005	Cost-to-Complete Estimates and Financial Reporting for the Management of the Iraq Relief and Reconstruction Fund
05-010	07/2005	Interim Briefing to the Project and Contracting Office - Iraq and the Joint Contracting Command – Iraq on the Audit of the Award Fee Process
05-009	07/2005	Reconciliation of Reporting Differences of the Source of Funds Used on Contracts After June 28, 2004
05-008	04/2005	Administration of Contracts Funded by the Development Fund of Iraq
05-007	04/2005	Administration of Iraq Relief and Reconstruction Fund Contract Files
05-006	04/2005	Control of Cash Provided to South-Central Iraq
05-005	04/2005	Compliance with Contract No. W911S0-04-C-0003 Awarded to Aegis Defense Services Limited
05-004	01/2005	Oversight of Funds Provided to Iraqi Ministries through the National Budget Process
05-003	11/2004	Task Order 0044 of the Logistics Civilian Augmentation Program III Contract
05-002	10/2004	Accountability and Control of Materiel Assets of the Coalition Provisional Authority in Kuwait
05-001	10/2004	Coalition Provisional Authority Control of Appropriated Funds
04-013	07/2004	Coalition Provisional Authority's Contracting Processes Leading Up To and Including Contract Award
04-011	07/2004	Audit of the Accountability and Control of Materiel Assets of the Coalition Provisional Authority in Baghdad
04-009	07/2004	Coalition Provisional Authority Comptroller Cash Management Controls Over the Development Fund for Iraq
04-008	07/2004	Coalition Provisional Authority Control Over Seized and Vested Assets
04-007	07/2004	Oil for Food Cash Controls for the Office of Project Coordination in Erbil, Iraq
04-006	07/2004	Corporate Governance for Contractors Performing Iraq Reconstruction Efforts
04-005	07/2004	Award of Sector Design-Build Construction Contracts
04-004	07/2004	Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority
04-003	06/2004	Federal Deployment Center Forward Operations at the Kuwait Hilton
04-002	06/2004	Management of Personnel Assigned to the Coalition Provisional Authority in Baghdad
04-001	06/2004	Coalition Provisional Authority Coordination of Donated Funds

## OPEN RECOMMENDATIONS FROM PRIOR REPORTS

In July 2008, SIGIR identified three audit areas in which implementation of SIGIR open recommendations would significantly enhance the impact of U.S. reconstruction activities in Iraq and better ensure that U.S. efforts are conducted in an efficient and effective manner to avoid waste. These include:

- the transfer of reconstruction projects to the Government of Iraq (GOI)
- the management of the U.S. Embassy's anticorruption program
- ministerial capacity development

SIGIR followed up on these three audit areas. Although actions are underway in some areas to address SIGIR's concerns, it is too early to determine whether the actions will effectively address the problems identified in the SIGIR reports. Consequently, SIGIR is keeping most of its recommendations open. This quarter, SIGIR is adding one additional audit area in which implementation of SIGIR recommendations has not occurred. This is the Commander's Emergency Response Program.

### The Transfer of Reconstruction Projects to the GOI

Since 2006, SIGIR has issued six reports that examined the U.S. process for transitioning completed construction projects to the GOI. In each of these reports, SIGIR has made recommendations to improve plans, policies, and procedures for the transfer of assets to the GOI to better ensure that the GOI will maintain and sustain the assets so that the U.S. investment will

not have been wasted. Specifically, SIGIR called for all agencies involved in reconstruction to follow one set of uniform and transparent policies and procedures for asset transfer to eliminate potential GOI confusion in working with the various U.S. reconstruction agencies, and to take specific actions to enhance GOI capabilities and willingness to assume responsibility for U.S.-built facilities.

In the most recent review, completed in April 2008, SIGIR found that the asset transfer process remained in disarray, without consistent policies and procedures or clear lines of authority, responsibility, and accountability. Moreover, the GOI appeared resistant to accept and assume responsibility for U.S.-built facilities. In some cases, the U.S. had "unilaterally" transferred some projects: U.S. officials notified the GOI that henceforth the GOI would be responsible for facility sustainment. Given these conditions, SIGIR recommended that the Ambassador and Commander, Multi-National Force-Iraq, immediately enter into high-level discussions with the GOI on a memorandum of understanding for the transfer of assets by all reconstruction agencies from all funding sources.

In January 2009, U.S. and GOI officials signed a memorandum of understanding purportedly outlining how U.S.-funded projects will be executed and handed over to the Iraqis. Because the agreement was signed close to the completion of this report, SIGIR has not seen the agreement, but a published summary reported that issues such as planning, preparing, and coordinating reconstruction projects will now be

undertaken jointly. SIGIR plans to follow-up on the asset transfer issue and assess the effect of the new agreement and the progress made in resolving open recommendations.

### **Managing the U.S. Embassy's Anticorruption Program In Iraq**

Endemic corruption in Iraq is a serious roadblock in the country's development as a functioning democracy and a problem requiring a strong U.S. assistance program. In 2006, SIGIR reviewed the U.S. anticorruption program and identified problems in coordinating, managing, and evaluating U.S. activities of more than a dozen U.S. agencies and recommended 12 management improvements. Since that report, SIGIR has monitored U.S. progress in implementing the recommendations and found that the Embassy has implemented 5 of SIGIR's 12 recommendations, leaving 7 open recommendations. Still not fully addressed is the recommendation to ensure that all U.S. government initiatives are working toward a common goal in the most efficient and effective manner, and that all programs are vetted through the anticorruption coordination group.

This quarter saw several developments in the U.S. anticorruption initiative. SIGIR reported in July 2008 that the U.S. Embassy had identified \$10 million in expired Iraq Relief and Reconstruction Fund (IRRF) funds to support its anticorruption efforts. In February 2008, the Department of State submitted a request to the Congress for these funds, but the Congress

returned the request, asking for additional details on how the money was to be used. Ultimately, these funds were approved and given to the United Nations to fund its anticorruption activities. SIGIR plans to follow up on the anticorruption issue to determine current U.S. plans and initiatives, and these recommendations will remain open until that review is completed.

### **Development of Ministerial Capacity**

The GOI ministries have had difficulties in providing the basic services required of national governments, and a number of U.S. agencies have instituted programs to upgrade the capabilities of GOI ministerial staff. In a 2006 report, SIGIR found that these efforts were not based on needs assessments, were uncoordinated, did not have clear and measurable goals and objectives, and suffered from a lack of leadership. To address these issues, SIGIR made five recommendations to the U.S. Ambassador and the Commander, Multi-National Force-Iraq. These recommendations remained open until just recently when three were closed.

In 2008, DoS awarded a contract to assess the capacity development efforts of the various U.S. agencies. The contract, called the Iraq Ministerial Capacity Development Assessment Project, required the contractor to conduct an inventory of national capacity development training and technical assistance activities underway in Iraq, analyze the results, and identify gaps in the U.S. program. The contractor was also to make

recommendations as to where activities needed to be modified, and draft a strategic plan document to inform the Embassy's development of an overall strategic plan for ministerial capacity building activities. SIGIR has not reviewed these documents to determine if they address the remaining two open recommendations. However, SIGIR plans to conduct such an analysis, and the recommendations will remain open until that review is completed.

### **Commander's Emergency Response Program**

Since October 2005, SIGIR has issued four reports on the Commander's Emergency Response Program (CERP). CERP authorizes U.S. field commanders to use available funds to respond to urgent humanitarian, relief, and reconstruction requirements within the commander's area of responsibility by executing programs that immediately assist indigenous populations and achieve "focused effects." Initial funding for CERP came from seized Iraqi assets and the Development Fund for Iraq. By late 2003, the United States began to appropriate U.S. dollars to the CERP and as of September 30, 2008, the Congress has appropriated about \$3.56 billion for the program in Iraq.

SIGIR has made a total of 11 recommendations to improve the management and oversight of the CERP program. To date, seven of these recommendations remain open. Among the recurring problems identified in the reviews are incomplete project records and the need to plan for the sustainment of large-scale projects. CERP is an important DoD program, and SIGIR plans to review the program in FY 2009 to determine the progress made in addressing program shortcomings. Until that review is complete, the recommendations will remain open.



## APPENDIX H

For a list of all open recommendations from prior reports, as of January 30, 2009, see Table H.2.

TABLE H.2

### STATUS OF SIGIR AUDIT RECOMMENDATIONS, AS OF 10/30/2008

REPORT	REPORT TITLE	MONTH/YEAR ISSUED	TOTAL	CLOSED	IN-PROCESS
09-013	Provincial Reconstruction Teams' Performance Measurement Process Has Improved		3	0	3
09-012	The U.S. Has Reduced Its Funding for the Iraqi Security Forces, but Continued Support Will Likely Be Necessary		1	0	1
09-011	Opportunities To Improve Management Of The Quick Response Fund		3	0	3
09-010	Oversight Of Aegis's Performance On Security Service Contracts In IRAQ With The Department Of Defense	14-Jan-09	3	0	3
09-009	Full Impact of Department of Defense Program to Restart State-owned Enterprises Difficult to Estimate		3	0	3
09-008	Cost, Outcome, and Oversight of Iraq Oil Reconstruction Contract with Kellogg Brown & Root Services, Inc.	13-Jan-09	2	0	2
09-007	Improvements Needed in Reporting Status of Reconstruction Projects to Chief of Mission	31-Oct-08	2	0	2
09-006	Status of Department of State Economic Support Fund Obligations Used for Iraq Reconstruction Projects	31-Oct-08	0	0	0
09-005	Agencies Need Improved Financial Data Reporting for Private Security Contractors	31-Oct-08	3	0	3
09-004	Iraq Reconstruction Project Terminations Represent a Range of Actions	31-Oct-08	2	0	2
09-003	Cost, Outcome, and Oversight of Local Governance Program Contracts with Research Triangle Institute	31-Oct-08	3	0	3
09-002	Challenges in Obtaining Reliable and Useful Data on Iraqi Security Forces Continue	31-Oct-08	0	0	0
09-001	Opportunities to Enhance U.S. Democracy Building Strategy for Iraq	31-Oct-08	4	0	4
08-024	Information on a Special Department of Defense Program to Foster Economic Recovery in Iraq	1-Jul-08	0	0	0
08-023	Anticorruption Efforts in Iraq: U.S. and Iraq Take Action, but Much Remains to be Done	1-Jul-08	3	1	2
08-022	Government of Iraqi Increasingly Funding Iraq Security Forces Infrastructure Development, but Substantial U.S. Support Remains	1-Jul-08	0	0	0
08-021	Comprehensive Plan Needed to Guide the Future of the Iraq Reconstruction Management System	1-Jul-08	3	0	3
08-020	Key Recurring Management Issues Identified in Audits of Iraq Reconstruction Management System	1-Jul-08	0	0	0
08-019	Outcome, Cost and Oversight of the Security and Justice Contract with Parsons Delaware, Inc.	1-Jul-08	3	0	3
08-018	Outcome, Cost, and Oversight of Water Sector Reconstruction Contract with FluorAMEC, LLC	1-Jul-08	2	1	1
08-017	Transferring Reconstruction Projects to the Government of Iraq: Some Progress Made but Further Improvements Needed to Avoid Waste	28-Apr-08	4	2	2
08-016	U.S. Anticorruption Efforts in Iraq: Progress Made in Implementing Revised Management Plan	24-Apr-08	0	0	0
08-015	Interim Analysis of Iraqi Security Force Information Provided by the Department of Defense Report, Measuring Stability and Security in Iraq	25-Apr-08	0	0	0
08-014	Progress on Recommended Improvements to Contract Administration for the Iraqi Police Training Program	22-Apr-08	0	0	0
08-013	Interim Report on Iraq Reconstruction Contract Terminations	28-Apr-08	0	0	0
08-012	Attestation to Development Fund for Iraq Cash in the Possession of the Joint Area Support Group-Central	13-Mar-08	0	0	0
08-011	Outcome, Cost, and Oversight of Electricity-Sector Reconstruction Contract With Perini Corporation	29-Apr-08	1	0	1
08-010	Outcome, Cost, and Oversight of Iraq Reconstruction Contract W914NS-04-D-0006	28-Jan-08	0	0	0
08-009	Appropriate Award-Fee Conversion Scales Can Enhance Incentive For Contractor Performance	24-Jan-08	0	0	0
08-008	U.S. Anticorruption Efforts In Iraq: Sustained Management Commitment is a Key to Success	24-Jan-08	0	0	0
08-007	Efforts to Implement a Financial-Management Information System in Iraq	25-Jan-08	0	0	0
08-006	Commander's Emergency Response Program in Iraq Funds Many Large-Scale Projects	25-Jan-08	3	0	3

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## STATUS OF SIGIR AUDIT RECOMMENDATIONS, AS OF 10/30/2008

REPORT	REPORT TITLE	MONTH/YEAR ISSUED	TOTAL	CLOSED	IN-PROCESS
08-005	Differences in Services and Fees for Management and Administration of Iraq Reconstruction Contracts	29-Jan-08	1	0	1
08-004	Outcome, Cost, and Oversight of Reconstruction of Taji Military Base and Baghdad Recruiting Center	15-Jan-08	1	0	1
08-003	Review of the Use of Contractors in Managing Iraq Relief and Reconstruction Projects	29-Oct-07	0	0	0
08-002	Logistics Civil Augmentation Program Task Orders 130 and 151: Program Management, Reimbursement, and Transition	30-Oct-07	6	5	1
08-001	Interim Report on Efforts and Further Actions Needed to Implement a Financial Management Information System in Iraq	24-Oct-07	3	0	3
07-016	Interim Review of DynCorp International, LLC, Spending Under Its Contract for the Iraqi Police Training Program	23-Oct-07	3	2	1
07-015	Review of the Effectiveness of the Provincial Reconstruction Team Program in Iraq	18-Oct-07	2	1	1
07-014	Status of the Provincial Reconstruction Team Program Expansion in Iraq	25-Jul-07	3	2	1
07-013	Sustainment of the Advanced First Responder Network (Restricted Distribution)	1-Apr-07	0	0	0
07-012	Review of Iraq Relief and Reconstruction Fund Unmatched Disbursements at the Department of State	1-Apr-07	0	0	0
07-011	Controls Over Unliquidated Obligations in the Iraq Relief and Reconstruction Fund	23-Oct-07	3	0	3
07-010	Agency Management of the Closeout Process for Iraq Relief and Reconstruction Fund Contracts	24-Oct-07	1	0	1
07-009	Review of Bechtel's Spending Under Its Phase II Iraq Reconstruction Contract	1-Jul-07	0	0	0
07-008	Fact Sheet on the Roles and Responsibilities of U.S. Government Organizations Conducting IRRF-funded Reconstruction Activities	1-Jul-07	0	0	0
07-007	Status of U.S. Government Anticorruption Efforts in Iraq	24-Jul-07	3	0	3
07-006	Management of the Commander's Emergency Response Program in Iraq for Fiscal Year 2006	26-Apr-07	3	1	2
07-005	Fact Sheet on Sources and Uses of U.S. Funding Provided in Fiscal Year 2006 for Iraq Relief and Reconstruction	1-Jul-07	0	0	0
07-004	Transferring Iraq Relief and Reconstruction Fund Capital Projects to the Government of Iraq	25-Jul-07	1	1	0
07-003	Cost-to-complete Reporting for Iraq Reconstruction Projects	26-Jul-07	3	3	0
07-002	Status of the Advanced First Responder Network	1-Apr-07	0	0	0
07-001	Logistics Civil Augmentation Program Task Order 130: Requirements Validation, Government Oversight, and Contractor Performance	22-Jun-07	10	6	4
06-045	Status of Ministerial Capacity Development in Iraq	30-Jan-07	5	3	2
06-044	Fact Sheet on Major US Contractors' Security Costs Related to Iraq Relief and Reconstruction Fund Contracting Activities	30-Jan-07	0	0	0
06-043	Review of Iraq Relief and Reconstruction Fund Unmatched Disbursements	30-Jan-07	0	0	0
06-042	Fact Sheet on Major U.S. Contractors' Security Costs Related to IRRF Fund Contracting Activities (Restricted – Limited Distribution)	1-Jan-07	0	0	0
06-040	Improper Obligations Using The Iraq Relief and Reconstruction Fund (IRRF 2)	30-Jan-07	0	0	0
06-039	Review of USAID/Bechtel National, Inc., Property Management Controls for Contract SPU-C-00-04-00001-00	1-Jan-07	0	0	0
06-038	Unclassified Summary of SIGIR's Review of Efforts to Increase Iraq's Capability To Protect Its Energy Infrastructure	27-Sep-06	0	0	0
06-037	Interim Audit Report on Improper Obligations Using the Iraq Relief and Reconstruction Fund (IRRF 2)	22-Sep-06	1	1	0
06-036	Follow-Up On SIGIR Recommendations Concerning The Development Fund For Iraq (DFI)	29-Jan-07	0	0	0
06-035	Interim Audit Report on Inappropriate Use of Proprietary Data Markings by the Logistics Civil Augmentation Program (LOGCAP) Contractor	26-Oct-06	5	2	3
06-034	Status of the Provincial Reconstruction Team Program in Iraq	29-Oct-06	7	6	1
06-033	Iraqi Security Forces: Weapons Provided by the U.S. Department of Defense Using the Iraq Relief and Reconstruction Fund	28-Oct-06	4	0	4

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# APPENDIX H

## STATUS OF SIGIR AUDIT RECOMMENDATIONS, AS OF 10/30/2008

REPORT	REPORT TITLE	MONTH/YEAR ISSUED	TOTAL	CLOSED	IN-PROCESS
06-032	Iraqi Security Forces: Review of Plans to Implement Logistics Capabilities	28-Oct-06	5	0	5
06-031	Management of the Iraqi Interim Government Fund	27-Oct-06	4	4	0
06-030	Status of Medical Equipment and Other Non-construction Items Purchased for Primary Healthcare Centers	30-Jan-07	4	4	0
06-029	Review of DynCorp International, LLC, Contract Number S LMAQM-04-C-0030, Task Order 0338, for the Iraqi Police Training Program Support	30-Jan-07	10	8	2
06-028	Review of Administrative Task Orders for Iraq Reconstruction Contracts	23-Oct-06	3	3	0
06-026	Review of the U.S. Agency for International Development's Management of the Basrah Children's Hospital Project	31-Jul-06	6	6	0
06-025	Review of the Medical Equipment Purchased for the Primary Healthcare Centers Associated with Parsons Global Services, Inc., Contract Number W914NS-04-D-0006	28-Jul-06	7	7	0
06-024	Joint Cash Count - Iraq National Weapons Card Program	26-Jul-06	0	0	0
06-023	Changes in Iraq Relief and Reconstruction Fund Program Activities January Through March 2006	28-Jul-06	0	0	0
06-021	Joint Survey of the U.S. Embassy-Iraq's Anticorruption Program	28-Jul-06	12	5	7
06-020	Review of the Advanced First Responder Network Project	28-Jul-06	5	5	0
06-019	Review of the Use of Definitization Requirements for Contracts Supporting Reconstruction in Iraq	28-Jul-06	2	0	2
06-018	Survey of the Status of Funding for Iraq Programs Allocated to the Department of State's Bureau of International Narcotics and Law Enforcement Affairs as of December 31, 2005	1-Jul-06	3	0	3
06-017	Transition of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government	28-Jul-06	6	3	3
06-016	Interim Audit Report on the Review of the Equipment Purchased for Primary Healthcare Centers Associated with Parsons Global Services, Contract Number W914NS-04-D-0006	4-Apr-06	0	0	0
06-015	Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents	28-Apr-06	4	4	0
06-014	Review of Efforts to Increase Iraq's Capability to Protect Its Energy Infrastructure (Classified)	28-Jul-06	7	0	7
06-013	Briefing to the International Advisory and Monitoring Board for Iraq: Management Controls Over the Development Fund for Iraq	28-Apr-06	0	0	0
06-012	Development Fund for Iraq Cash Accountability Review: Joint Area Support Group-Central/Fallujah	28-Apr-06	0	0	0
06-011	Management of the Primary Healthcare Centers Construction Projects	29-Apr-06	7	7	0
06-010	Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraqi Armed Forces Seized Assets Fund	28-Apr-06	1	1	0
06-009	Review of Task Force Shield Programs	28-Apr-06	8	8	0
06-008	Development Fund for Iraq Cash Accountability Review: Joint Area Support Group-Central	28-Apr-06	3	3	0
06-007	U.S. Agency for International Development Management of the Transfer of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government	29-Apr-06	1	1	0
06-006	Multi-National Security Transition Command-Iraq Management of the Transfer of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government	29-Apr-06	1	1	0
06-005	Follow-up on Recommendations Made in SIGIR Audit Reports Related to Management and Control of the Development Fund for Iraq	28-Apr-06	0	0	0
06-004	Changes in Iraq Relief and Reconstruction Fund Program Activities October through December 2005	28-Apr-06	0	0	0
06-003	Review of Data Entry and General Controls in the Collecting and Reporting of the Iraq Relief and Reconstruction Fund	28-Apr-06	9	9	0
06-002	Prompt Payment Act: Analysis of Expenditures Made from the Iraq Relief and Reconstruction Fund	3-Feb-06	1	1	0
06-001	Management of the Iraq Relief and Reconstruction Fund Program: The Evolution of the Iraq Reconstruction Management System	24-Apr-06	3	3	0
05-029	Challenges Faced In Carrying Out Iraq Relief And Reconstruction Fund Activities	26-Jan-06	0	0	0
05-028	GRD-PCO Management of the Transfer of IRRF-funded Assets to the Iraqi Government	24-Jan-06	1	1	0
05-027	Methodologies for Reporting Cost-to-complete Estimates	27-Jan-06	14	14	0
05-026	Issues Related to the Use of \$50 Million Appropriation to Support the Management and Reporting of the Iraq Relief and Reconstruction Fund	27-Jan-06	0	0	0

Continued on the next page

## STATUS OF SIGIR AUDIT RECOMMENDATIONS, AS OF 10/30/2008

REPORT	REPORT TITLE	MONTH/YEAR ISSUED	TOTAL	CLOSED	IN-PROCESS
05-025	Management of the Commander's Emergency Response Program for Fiscal Year 2005	23-Jan-06	5	3	2
05-024	Management of the Mansuria Electrical Reconstruction Project	23-Jan-06	0	0	0
05-023	Management of Rapid Regional Response Program Contracts in South-Central Iraq	23-Jan-06	3	3	0
05-022	Managing Sustainment for Iraq Relief and Reconstruction Fund Programs	24-Oct-05	4	4	0
05-021	Management of Iraq Relief and Reconstruction Fund Programs – Cost-to-Complete Estimate Reporting	24-Oct-05	1	1	0
05-020	Management of the Contracts, Grant, and Micro-Purchases Used To Rehabilitate the Karbala Library	26-Oct-05	7	7	0
05-019	Attestation Engagement Report Concerning the Award of Non-Competitive Contract DACA63-03-D-0005 to Kellogg, Brown and Root Services, Inc.	30-Sep-05	0	0	0
05-018	Acquisition of Armored Vehicles Purchased Through Contract W914NS-05-M-1189	21-Oct-05	5	3	2
05-017	Award Fee Process for Contractors Involved in Iraq Reconstruction	25-Oct-05	4	4	0
05-016	Management of the Contracts and Grants Used To Construct and Operate the Babylon Police Academy	26-Oct-05	6	6	0
05-015	Management of Rapid Regional Response Program Grants in South-Central Iraq	25-Oct-05	10	10	0
05-014	Management of Commander's Emergency Response Program for Fiscal Year 2004	13-Oct-05	0	0	0
05-013	Controls over Equipment Acquired by Security Contractors	9-Sep-05	0	0	0
05-012	Policies and Procedures Used for Iraq Relief and Reconstruction Fund Project Management - Construction Quality Assurance	22-Jul-05	0	0	0
05-011	Cost-to-Complete Estimates and Financial Reporting for the Management of the Iraq Relief and Reconstruction Fund	26-Jul-05	5	5	0
05-010	Interim Briefing to the Project and Contracting Office - Iraq and the Joint Contracting Command – Iraq on the Audit of the Award Fee Process	26-Jul-05	7	7	0
05-009	Reconciliation of Reporting Differences of the Source of Funds Used on Contracts After June 28, 2004	8-Jul-05	0	0	0
05-008	Administration of Contracts Funded by the Development Fund of Iraq	30-Apr-05	6	6	0
05-007	Administration of Iraq Relief and Reconstruction Fund Contract Files	30-Apr-05	7	7	0
05-006	Control of Cash Provided to South-Central Iraq	30-Apr-05	8	8	0
05-005	Compliance with Contract No. W91150-04-C-0003 Awarded to Aegis Defense Services Limited	20-Apr-05	7	7	0
05-004	Oversight of Funds Provided to Iraqi Ministries through the National Budget Process	30-Jan-05	0	0	0
05-003	Task Order 0044 of the Logistics Civilian Augmentation Program III Contract	23-Nov-04	0	0	0
05-002	Accountability and Control of Materiel Assets of the Coalition Provisional Authority in Kuwait	25-Oct-04	5	5	0
05-001	Coalition Provisional Authority Control of Appropriated Funds	22-Oct-04	0	0	0
04-013	Coalition Provisional Authority's Contracting Processes Leading Up To and Including Contract Award	27-Jul-04	1	1	0
04-011	Audit of the Accountability and Control of Materiel Assets of the Coalition Provisional Authority in Baghdad	26-Jul-04	4	4	0
04-009	Coalition Provisional Authority Comptroller Cash Management Controls Over the Development Fund for Iraq	28-Jul-04	5	5	0
04-008	Coalition Provisional Authority Control Over Seized and Vested Assets	30-Jul-04	3	3	0
04-007	Oil for Food Cash Controls for the Office of Project Coordination in Erbil, Iraq	26-Jul-04	1	1	0
04-006	Corporate Governance for Contractors Performing Iraq Reconstruction Efforts	21-Jul-04	0	0	0
04-005	Award of Sector Design-Build Construction Contracts	23-Jul-04	0	0	0
04-004	Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority	28-Jul-04	3	3	0
04-003	Federal Deployment Center Forward Operations at the Kuwait Hilton	25-Jun-04	8	8	0
04-002	Management of Personnel Assigned to the Coalition Provisional Authority in Baghdad	25-Jun-04	0	0	0
04-001	Coalition Provisional Authority Coordination of Donated Funds	25-Jun-04	3	3	0
			<b>358</b>	<b>249</b>	<b>109</b>

## DETAIL OF IMPACT OF SIGIR AUDITS

For detail of impact of SIGIR Audits, as of January 30, 2009, see Table H-3.

TABLE H.3

### DETAIL OF IMPACT OF SIGIR AUDITS

\$ MILLIONS

	AUDIT #	DOLLARS SAVED/ FUNDS RECOVERED	BETTER USE	CHALLENGED PAYMENTS	NON-FINANCIAL IMPACT
Coalition Provisional Authority Coordination of Donated Funds	04-001				Improved transparency and accountability for donor funds.
Management of Personnel Assigned to the Coalition Provisional Authority in Baghdad	04-002				Improved CPA's control over and insight into the number of civilians assigned to CPA in Baghdad, including both U.S. Government and contractor personnel.
Federal Deployment Center Forward Operations at the Kuwait Hilton	04-003 DFI	\$18.20			Improved economy and efficiency and contract administration.
Task Orders Awarded by the Air Force Center for Environmental Excellence in Support of the Coalition Provisional Authority	04-004				Improved contract administration and program management.
Oil for Food Cash Controls for the Office of Project Coordination in Erbil, Iraq	04-007				Improved the CPAs internal controls over the transfer of cash.
Coalition Provisional Authority Control Over Seized and Vested Assets	04-008				Improved accountability over non-cash assets..
Audit of the Accountability and Control of Materiel Assets of the Coalition Provisional Authority in Baghdad	04-011 DFI				Improved accountability over property.
Coalition Provisional Authority's Contracting Processes Leading Up To and Including Contract Award	04-013	\$5.00		\$0.19	Improved contract administration and transparency.
Accountability and Control of Materiel Assets of the Coalition Provisional Authority in Kuwait	05-002				Improved accountability over property.
Oversight of Funds Provided to Iraqi Ministries through the National Budget Process	05-004 DFI				Improved controls over payroll.
Compliance with Contract No. W91150-04-C-0003 Awarded to Aegis Defense Services Limited	05-005				Improved contract administration and program management.
Control of Cash Provided to South-Central Iraq	05-006 DFI				Improved contract administration and accountability.
Administration of Iraq Relief and Reconstruction Fund Contract Files	05-007				Improved contract administration and management.
Administration of Contracts Funded by the Development Fund of Iraq	05-008 DFI			\$0.04	

*Continued on next page*

## DETAIL OF IMPACT OF SIGIR AUDITS

\$ MILLIONS

	AUDIT #	DOLLARS SAVED/ FUNDS RECOVERED	BETTER USE	CHALLENGED PAYMENTS	NON-FINANCIAL IMPACT
Reconciliation of Reporting Differences of the Source of Funds Used on Contracts After June 28, 2004	05-009				Improved accuracy of contract administration information.
Interim Briefing to the Project and Contracting Office - Iraq and the Joint Contracting Command - Iraq on the Audit of the Award Fee Process	05-010				Improved contract management and administration.
Management of Rapid Regional Response Program Grants in South-Central Iraq	05-015 DFI			\$2.70	This was the first in a series of audits to improve compliance with applicable guidance and control and accountability for Development Fund for Iraq cash assets and expenditures.
Management of the Contracts and Grants Used To Construct and Operate the Babylon Police Academy	05-016 DFI			\$1.30	This audit report is one of a series of reports to improve controls over cash, contract management, and grant management for the CPA South-Central Region. (See 05-015)
Award Fee Process for Contractors Involved in Iraq Reconstruction	05-017 DFI		\$7.80		
Acquisition of Armored Vehicles Purchased Through Contract W914NS-05-M-1189	05-018				Improved contract management and administration.
Management of the Contracts, Grant, and Micro-Purchases Used To Rehabilitate the Karbala Library	05-020 DFI	\$0.15			This audit report is one of a series of reports to improve controls over cash, contract management, and grant management for the CPA South-Central Region. (See 05-015)
Management of Iraq Relief and Reconstruction Fund Programs - Cost-to-Complete Estimate Reporting	05-021				Improved program management and accuracy of reporting to the Congress.
Managing Sustainment for Iraq Relief and Reconstruction Fund Programs	05-022				Improved IRRF program management and protection of U.S. reconstruction investment.
Management of Rapid Regional Response Program Contracts in South-Central Iraq	05-023 DFI				One of a series of reports designed to improve program management and contract administration of DFI funds. (See 05-015)
Management of the Commander's Emergency Response Program for Fiscal Year 2005	05-025				Improved program management of appropriated funds.
Methodologies for Reporting Cost-to-complete Estimates	05-027				Improved program management and accuracy of reporting to the Congress.
GRD-PCO Management of the Transfer of IRRF-funded Assets to the Iraqi Government	05-028				Audit recommendations led agency to creation of an IRRF coordinating sustainment office.
Management of the Iraq Relief and Reconstruction Fund Program: The Evolution of the Iraq Reconstruction Management System	06-001				Audit recommendations led to improved IRMS systems development and documentation.
Prompt Payment Act: Analysis of Expenditures Made from the Iraq Relief and Reconstruction Fund	06-002				Improved IRRF program management.
Review of Data Entry and General Controls in the Collecting and Reporting of the Iraq Relief and Reconstruction Fund	06-003				Improved program management and accuracy of IRRF status reporting.
Follow-up on Recommendations Made in SIGIR Audit Reports Related to Management and Control of the Development Fund for Iraq	06-005 DFI				One of a series of reports designed to improve program management and contract administration of DFI funds. (See 05-015)

Continued on next page

# APPENDIX H

## DETAIL OF IMPACT OF SIGIR AUDITS

\$ MILLIONS

	AUDIT #	DOLLARS SAVED/ FUNDS RECOVERED	BETTER USE	CHALLENGED PAYMENTS	NON-FINANCIAL IMPACT
Multi-National Security Transition Command-Iraq Management of the Transfer of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government	06-006				Audit recommendations led agency to creation of an IRRF coordinating sustainment office.
U.S. Agency for International Development Management of the Transfer of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government	06-007				Audit recommendations and follow up reports focused on a single, unified transfer process, improved coordination, timely notification, and adequate sustainment.
Development Fund for Iraq Cash Accountability Review: Joint Area Support Group-Central	06-008 DFI				Improved cash accountability. Audit recommendations addressed proper storage, retrieval, and contingency planning.
Review of Task Force Shield Programs	06-009 DFI	\$12.80			Improved property accountability.
Review of the Multi-National Security Transition Command-Iraq Reconciliation of the Iraqi Armed Forces Seized Assets Fund	06-010 DFI	\$1.51		\$3.46	
Management of the Primary Healthcare Centers Construction Projects	06-011				Improved program and contract management, property accountability and accurate reporting.
Iraqi Armed Forces Seized Assets Fund: Review of Contracts and Financial Documents	06-015			\$2.31	
Interim Audit Report on the Review of the Equipment Purchased for Primary Healthcare Centers Associated with Parsons Global Services, Contract Number W914NS-04-D-0006	06-016	\$23.30			
Transition of Iraq Relief and Reconstruction Fund Projects to the Iraqi Government	06-017				Audit recommendations and follow up reports focused on a single, unified transfer process, improved coordination, timely notification, and adequate sustainment.
Review of the Advanced First Responder Network Project	06-020				Improved program and contract management and improved property accountability. Audit recommendations focused on meeting technical requirements and property accountability.
Joint Survey of the U.S. Embassy-Iraq's Anticorruption Program	06-021				Improved program management. Audit recommendations focused on senior leadership, levels of resources, metrics, etc.
Joint Cash Count - Iraq National Weapons Card Program	06-024				Improved accountability for funds transferred from U.S. officials to a bank account for the GOI.
Review of the Medical Equipment Purchased for the Primary Healthcare Centers Associated with Parsons Global Services, Inc., Contract Number W914NS-04-D-0006	06-025				One of a series of reports concerning program management and accountability over property within the Healthcare Centers Construction Projects. (See 06-016)
Review of the U.S. Agency for International Development's Management of the Basrah Children's Hospital Project	06-026				Improved program management. Audit recommendations focused on improved program and contract management and accurate reporting.
Review of DynCorp International, LLC, Contract Number S LMAQM-04-C-0030, Task Order 0338, for the Iraqi Police Training Program Support	06-029				Improved program and contract management—including recoupment of overpayments, challenged invoices, and other funding actions.

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## DETAIL OF IMPACT OF SIGIR AUDITS

\$ MILLIONS

	AUDIT #	DOLLARS SAVED/ FUNDS RECOVERED	BETTER USE	CHALLENGED PAYMENTS	NON-FINANCIAL IMPACT
Status of Medical Equipment and Other Non-construction Items Purchased for Primary Healthcare Centers	06-030				One of a series of reports concerning program management and accountability over property within the Healthcare Centers Construction Projects. (See 06-016)
Management of the Iraqi Interim Government Fund	06-031				Improved accountability for funds; timely, accurate funds status reporting to the GOI.
Iraqi Security Forces: Review of Plans to Implement Logistics Capabilities	06-032				Improved program and management and accuracy ISF support funds reporting.
Iraqi Security Forces: Weapons Provided by the U.S. Department of Defense Using the Iraq Relief and Reconstruction Fund	06-033				Improved accountability for ISF weapons.
Status of the Provincial Reconstruction Team Program in Iraq	06-034				Improved program management.
Interim Audit Report on Inappropriate Use of Proprietary Data Markings by the Logistics Civil Augmentation Program (LOGCAP) Contractor	06-035				Improved program and contract management—including potential LOGCAP-wide improvements. Also LOGCAP-wide improved accountability for government property, including lodging facilities and subsistence.
Follow-Up On SIGIR Recommendations Concerning The Development Fund For Iraq (DFI)	06-036 DFI				Final in a series of reports designed to improve program management and contract administration of DFI funds. (See 05-015)
Unclassified Summary of SIGIR's Review of Efforts to Increase Iraq's Capability To Protect Its Energy Infrastructure	06-038				Audit recommendations addressed critical infrastructure integrity challenges and improved program management through capacity to track and analyze inputs.
Logistics Civil Augmentation Program Task Order 130: Requirements Validation, Government Oversight, and Contractor Performance	07-001				Reflects SIGIR's efforts to monitor and follow up on recommendations to improve program and contract management, accountability for government property. (See 06-035)
Status of the Advanced First Responder Network	07-002				Reflects SIGIR's efforts to monitor and follow up on recommendations to improve program management and property accountability within the First Responder program. (See 06-020)
Status of U.S. Government Anticorruption Efforts in Iraq	07-007				Reflects SIGIR's efforts to monitor and follow up on recommendations to improve program management within the Anticorruption program at the U.S. Embassy-Iraq. (See 06-021)
Controls Over Unliquidated Obligations in the Iraq Relief and Reconstruction Fund	07-011		\$3.18		
Sustainment of the Advanced First Responder Network (Restricted Distribution)	07-013				Reflects SIGIR's efforts to monitor and follow up on recommendations to improve program management and property accountability within the First Responder program. (See 06-020)
Status of the Provincial Reconstruction Team Program Expansion in Iraq	07-014				Reflects SIGIR's efforts to monitor and follow-up on recommendations to improve program management of the PRT. (See 06-034)
Review of the Effectiveness of the Provincial Reconstruction Team Program in Iraq	07-015				Reflects SIGIR's efforts to monitor and follow up on recommendations to improve program management of the PRT. (See 06-034)
Interim Review of DynCorp International, LLC, Spending Under Its Contract for the Iraqi Police Training Program	07-016	\$20.64	\$197.12	\$4.17	

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# APPENDIX H

## DETAIL OF IMPACT OF SIGIR AUDITS

\$ MILLIONS

	AUDIT #	DOLLARS SAVED/ FUNDS RECOVERED	BETTER USE	CHALLENGED PAYMENTS	NON-FINANCIAL IMPACT
Interim Report on Efforts and Further Actions Needed to Implement a Financial Management Information System in Iraq	08-001				Improved program and contract management.
Logistics Civil Augmentation Program Task Orders 130 and 151: Program Management, Reimbursement, and Transition	08-002				Reflects SIGIR's efforts to monitor and follow-up on recommendations to improve program and contract management, accountability for government property. (See 06-035)
Commander's Emergency Response Program in Iraq Funds Many Large-Scale Projects	08-006				Improved program management. Audit recommendations focused on program documentation, sustainment, lessons learned.
Efforts to Implement a Financial-Management Information System in Iraq	08-007				A companion to 08-001, the audit identifies lessons learned for USAID to move forward in developing a GOI IFMIS.
Progress on Recommended Improvements to Contract Administration for the Iraqi Police Training Program	08-014				Reflects SIGIR's efforts to monitor and follow-up on recommendations to improve program and contract management—including recoupment of overpayments, challenged invoices, and other funding actions. (See 06-029)
Transferring Reconstruction Projects to the Government of Iraq: Some Progress Made but Further Improvements Needed to Avoid Waste	08-017				Reflects SIGIR's efforts to monitor and follow-up on recommendations to improve the process of transferring assets to the GOI. (See 06-007)
Outcome, Cost, and Oversight of Water Sector Reconstruction Contract with FluorAMEC, LLC	08-018			\$0.57	
Outcome, Cost and Oversight of the Security and Justice Contract with Parsons Delaware, Inc.	08-019				Improved program and contract management.
Cost, Outcome, and Oversight of Local Governance Program Contracts with Research Triangle Institute	09-003			\$0.19	Reflects SIGIR's efforts to monitor and follow up on recommendations to improve program management of the PRT. (See 08-014 and 08-015)
Iraq Reconstruction Project Terminations Represent a Range of Actions	09-004		\$16.62		Improved program management and contract oversight.
Agencies Need Improved Financial Data Reporting for Private Security Contractors	09-005				Improved program efficiency and effectiveness.
Status of Department of State Economic Support Fund Obligations Used for Iraq Reconstruction Projects	09-006				Improved program management and oversight of funds
Improvements Needed in Reporting Status of Reconstruction Projects to Chief of Mission	09-007				Improved program oversight.
Cost, Outcome, and Oversight of Iraq Oil Reconstruction Contract with Kellogg Brown & Root Services, Inc.	09-008				Improved management of assets transferred to Iraq
<b>Total</b>		<b>\$81.60</b>	<b>\$224.72</b>	<b>\$14.93</b>	